

Photography Film & Cameras Manufacturer



Challenges

- ❑ Cost reduction of >50M required from operations, D/D CT too long, no new products
- ❑ Internal culture incapable of driving change
- ❑ Revenue levels constrained by existing product and market strategy
- ❑ Past success of company interferes with redefinition of strategy

Executive Summary

- ❑ Manufactures and distributes instant photography film and cameras for direct retail market
- ❑ Need to improve gross efficiency by reducing inventory (RAW and WIP reduce \$77M)
- ❑ Make CT 50% and reduce D/D CT 50%
- ❑ Cost improvement (excluding inventory c.c.) \$43.6M

Results

- ❑ Exceeded client expectations for financial improvements and DD CT reduction
- ❑ Expanded the engagement into several other areas. Increased TG revenue 30%
- ❑ Thomas Group methodology accepted at most key process nodes. TG working on internalization issues so legacy remains after we leave